

Project/ Activity	Deliverables	Due Dates	Key Partners	Done ✓
Citywide Environmental Management System (EMS) Revision and Management ¹ (including indicators development and annual report production)	<ul style="list-style-type: none"> ➤ Lead and facilitate development of revised Citywide EMS for adoption via Executive Order or Council Resolution. <ul style="list-style-type: none"> ✓ Strengthen corrective action element ✓ Develop communications and outreach strategy for Citywide EMP; facilitate implementation ➤ Lead and facilitate development of annual Earth Day report describing implementation progress and plans for improvement ➤ Refine strategy for City/corporate and community environmental performance measurement, and for integrating environmental, economic, and social measures ➤ Ensure consistency with/linkages to other major City indicators efforts (e.g., Communities Count, Comprehensive Plan monitoring, DOF tracking of economic indicators, OPM work, etc.) ➤ Support development of EMSs in SDOT, Parks, SPU, SCL (and FFD) 	<p>Q2 2003</p> <p>Q2/2003 Q2/2004</p> <p>Q4 2003</p> <p>On-going</p> <p>On-going</p>	SPU, SDoT, SCL, Parks, FFD	✓
Cross-Cutting Communications & Outreach Strategy & Program ²	<ul style="list-style-type: none"> ➤ Develop cross-cutting OSE internal and external communications and outreach strategy (e.g., main messages and delivery mechanisms) ➤ Maintain updated OSE web site ➤ Produce and widely distribute quarterly electronic newsletter featuring EAA implementation highlights 	<p>Q2 2003</p> <p>On-going</p> <p>Quarterly</p>	Mayor's Office	
Inter- departmental Coordination & Integration ³	<ul style="list-style-type: none"> ➤ Coordinate 4-6 meetings per year of Environmental Coordinating Committee (e.g., develop agendas, prepare meeting materials, facilitate meetings, provide timely follow-up, etc.) ➤ Coordinate 4-6 meetings per year of Urban Sustainability Advisory Panel (e.g., develop agendas, prepare meeting materials, facilitate meetings, provide timely follow-up, etc.) 	<p>On-going</p> <p>On-going</p>		

¹ This addresses project management of the Citywide EMS, including overseeing revisions and pulling together annual reports. Program-specific leads are responsible for facilitating, monitoring, and reporting on their individual components of the EMP.

² This addresses project management of OSE's overall approach to outreach and communications. Program-specific leads are responsible for developing and carrying out outreach and communications plans for their individual components of the EMP.

³ This addresses project management of OSE's overarching mechanisms for achieving interdepartmental integration (i.e., ECC, USAP). Program-specific leads are responsible for forming, leading, and/or participating on any issue- or program-specific interdepartmental working groups deemed necessary to achieve desired outcomes.

Project/ Activity	Deliverables	Due Dates	Key Partners	Done ✓
Liaison to Environmental Constituencies ⁴	<ul style="list-style-type: none"> ➤ Organize and facilitate at least quarterly meetings of Mayor's Urban Sustainability Advisory Panel ➤ Maintain regular contact with environmental constituencies 	<p>On-going</p> <p>On-going</p>	Mayor's Office	
Office Management & Administration	<ul style="list-style-type: none"> ➤ Provide strategic direction, leadership, inspiration, feedback, humor, and support necessary to achieve OSE's desired outcomes ➤ Facilitate quarterly internal review of work program progress (as part of regular team meeting) ➤ Facilitate annual "customer survey"/feedback loop ➤ Develop a checklist or other tool to help ensure sufficient follow-through on all OSE projects and programs ➤ Provide effective administrative management for OSE, including budget management, contract administration, meeting coordination, and scheduling support. 	<p>On-going</p> <p>Quarterly</p> <p>On-going</p>		
"Adaptive Management"	<ul style="list-style-type: none"> ➤ Remain sufficiently flexible to respond in an efficient, effective, and timely way to ad hoc, unanticipated requests or opportunities (e.g., Citywide strategy on West Nile Virus) 	On-going		
LEAN GREEN CITY GOVERNMENT				
Citywide Lean Green City Government campaign	<ul style="list-style-type: none"> ➤ Launch and lead implementation of Citywide campaign to improve resource-efficiency <ul style="list-style-type: none"> ✓ Develop communication & outreach plan; facilitate, monitor, and report on implementation ✓ Work with SCL on energy conservation ✓ Work with SPU on water conservation ✓ Work with SPU, DEA/Copernicus, and DOIT on paper use reduction and solid waste reduction/recycling 	Q2 2003	SCL, SPU, FFD, DEA, DOIT	
Green Fleet management	<ul style="list-style-type: none"> ➤ Complete proposed strategy and action plan; monitor and report on implementation 	Q1 2003	FFD	

⁴ This addresses project management of OSE's overarching mechanisms for building relationships and partnerships with environmental constituencies. Program-specific leads are responsible for cultivating and maintaining any issue- or program-specific relationships or partnerships deemed necessary to achieve desired outcomes.

Project/ Activity	Deliverables	Due Dates	Key Partners	Done ✓
Chemical Use Reduction	<ul style="list-style-type: none"> ➤ Organize and facilitate meetings of the Hazardous Materials Coordinating Committee as needed to accomplish the following: <ul style="list-style-type: none"> ✓ Complete treated wood guide; develop outreach/implementation plan; facilitate, monitor, and report on implementation ✓ Complete revision to chemical use policy as part of revised EMS ✓ Complete PBT Reduction Strategy; monitor and report on implementation ⇒ Develop purchasing criteria with/for DEA/Copernicus Project 	On-going Q1 2003 Q2 2003 Q1 2003 Q4 2003	SPU SCL, FFD, DEA, Parks, Law, DEA	
Pesticide Use Reduction	<ul style="list-style-type: none"> ➤ Monitor and report on program implementation ➤ Manage pesticide application database? ➤ Help develop strategy for reduced pesticide use on City golf courses 	On-going On-going	Parks, SDoT, SPU, SCL, Seattle Center, Library, Parks	
Sustainable Purchasing	<ul style="list-style-type: none"> ➤ Work with DEA/Copernicus to further integrate sustainability into City purchasing decisions <ul style="list-style-type: none"> ✓ Develop purchasing criteria with/for DEA/Copernicus Project ✓ Provide guidance and technical assistance to commodity teams, e.g. on use of sustainable purchasing template ✓ Complete revised sustainable purchasing policy as part of EMS revision ✓ Facilitate, monitor, and report on implementation 	Q4 2003 On-going Q2 2003 On-going	DEA	
Compliance Auditing	<ul style="list-style-type: none"> ➤ Convene interdepartmental team to review current policy and procedure ➤ Revise policy and procedure as necessary ➤ Facilitate process to revise the City-wide auditing protocols 		Parks, SDoT, SPU, SCL, Seattle Center, Library, Parks, Law	

Project/ Activity	Deliverables	Due Dates	Key Partners	Done ✓
HEALTHY URBAN NEIGHBORHOODS				
Sustainable Building	<ul style="list-style-type: none"> ➤ Coordinate Citywide Sustainable Building Program: <ul style="list-style-type: none"> ✓ Coordinate Green Building Team ✓ Ensure coordination of various programs components at SCL, SPU, DCLU, OH, etc. ✓ Lead or support various components of Citywide program, including communications, training, and performance tracking and reporting, etc. ✓ Lead development of sustainable building component of annual report ✓ Ensure integration with Sustainable Infrastructure Initiative 	On-going On-going On-going Q2 2003/ 2004 On-going	SPU, SDoT, Parks, FFD, SCL	
Sustainable Infrastructure	<ul style="list-style-type: none"> ➤ Lead implementation of Sustainable Infrastructure Initiative <ul style="list-style-type: none"> ✓ Develop City policy on sustainable infrastructure ✓ Develop implementation guidelines/tool for sustainable infrastructure (e.g., life-cycle cost assessment tool, LEED-like rating system, etc.) ✓ Ensure integration with FFD's IMPLEMENT project ✓ Continue coordination of model sustainable community redevelopment project @ High Point ✓ Promote sustainable approaches to major infrastructure investments (e.g., viaduct, South Lake Union, Westlake Boulevard, Monorail) 	Q4 2003 Q4 2004 On-going On-going	FFD, SPU, SCL, SDoT, Parks	
Environmentally Responsible Construction Practices	<ul style="list-style-type: none"> ➤ Complete revised environmental protection elements of construction specification 		SPU, SCL, SDoT, Parks	
Urban Forest Restoration	<ul style="list-style-type: none"> ➤ Coordinate development of Citywide Urban Forest Management Plan <ul style="list-style-type: none"> ✓ Establish urban forest canopy measures/targets ➤ Update "Trees in the City" brochure with emphasis on value of mature trees/invasives 	Q4 2003	Parks, SDoT, SPU, SCL, DCLU, DON	
Smart Growth/ Comprehensive Plan 2004 revision	<ul style="list-style-type: none"> ➤ Support 2004 major revision of Comprehensive Plan <ul style="list-style-type: none"> ✓ By: Develop proposal for clarifying and strengthening sustainability theme of Comp Plan 	On-going Q1 2003	OPM, DON, DCLU	

Project/ Activity	Deliverables	Due Dates	Key Partners	Done ✓
Sustainable Business Development	<ul style="list-style-type: none"> ➤ Explore possibilities for Sustainable Business Development, e.g.: <ul style="list-style-type: none"> ✓ Complete review of "best practices" ✓ Complete assessment of existing "sustainable business" sector ✓ Develop sustainable business development strategy; facilitate, monitor, and report on implementation ✓ Develop "Guide to Sustainability & Sustainable Practices for Business" 	On-going Q1 2003 Q2 2003 Q4 2003	OED	
SMART MOBILITY				
Clean Air & Climate Protection	<ul style="list-style-type: none"> ➤ Complete Citywide Greenhouse Gas Emissions Reduction Target & Strategy; facilitate, monitor, and report on implementation <ul style="list-style-type: none"> ✓ Periodically update inventory ✓ Support SCL in evaluation of mitigation proposals ✓ Conduct employee education as part of overall Lean Green City campaign ➤ Participate in Puget Sound Clean Air Agency's development of regional Climate Protection Strategy & Action Plan ➤ Develop climate change policy as part of revised EMS. ➤ Support SCL's carbon mitigation program ➤ Lead and coordinate other clean air projects, e.g., Smog Watch, clean diesel pilot project for off-road vehicles, etc. <ul style="list-style-type: none"> ✓ Complete anti-idling pilot project 	Q3 2003 On-going On-going	SCL, SPU	
Transportation Conservation etc.	<ul style="list-style-type: none"> ➤ Track and report on implementation of Smart Mobility component of EAA 	On-going	SDOT	

DCLU – Design Construction & Land Use
 DEA – Department of Executive Administration
 DOIT – Department of Information Technology
 DoN – Department of Neighborhoods
 FFD – Fleets & Facilities Department
 OPM – Office of Policy & Management
 OSE – Office of Sustainability & Environment
 OED – Office of Economic Development
 SCL – Seattle City Light
 SDoT – Seattle Department of Transportation
 SPU – Seattle Public Utilities